

**Wellsville Area Chamber of Commerce
Strategic Plan
Approved by the Board of Directors on October 20th, 2005.
Wellsville Area Chamber of Commerce Mission:
To take a leadership role in fostering the commercial and industrial growth and
economic well being of the Wellsville Area.**

The Wellsville Area Chamber of Commerce has established the following as its core values:

- I. Business Services
- II. Community and Cultural Development
- III. Communication to the Community and its Members
- IV. Organizational Development
- V. Business Development

Process: The beginning of the strategic planning process was advertised to all Board Members and Chamber of Commerce Members. All were invited and encouraged to attend. A strategic planning committee developed, consisting of Board Members and non-Board Members. The process was completed in 2 months time with full Board approval of the strategic plan outline, including Value Functions and Strategies, and full Board approval of the completed plan. The plan is implemented at its adoption and should be reviewed in approximately two years. During that time, the plan is to be continually reviewed, with changes and updates on-going.

Each tactic was assigned a standing committee, staff member or entire Board of Directors to fulfill the obligation. They are noted in abbreviations:

- CM: Chamber Management
- MSED: Membership Services & Economic Development
- C: Communications
- EC: Events and Culture
- BOD: Board of Directors
- S: Staff
- ED: Executive Director

VALUE 1: BUSINESS SERVICES

To add value to Membership by supporting and expanding benefits and services that are responsive to the needs of current and prospective Members.

Strategy A: Increase visibility, networking and communication opportunities for Members through Chamber sponsored events.

Tactic 1: Actively seek hosts for Business After Hours. (S, BOD)

A. Have a board member or other high profile individual act as an ambassador to first time attendees. Introducing “new-corners” to regular attendees.

Tactic 2: Creation of Breakfast Speaker/Open Forum on quarterly basis. (EC, S)

Tactic 3: Continue Golf Tournament and Clambake, (EC, S)

Strategy B: Provide Members with enhanced services.

Tactic 1: Continually assess what membership feels is important (MSED, S)

A. Surveys, direct contact

Tactic 2: Actively seek added benefits through benchmarking. (MSED, S)

A. Look at benefits that other chambers offer.

Tactic 3: Expand on Member-to-Member Discount Program. (MSED, S)

Tactic 4: Continually communicate the importance of the services we are providing. (C, S)

Strategy C: Identify and act on issues that impact the business community, including local and state-wide legislation.

Tactic 1: Speak regularly with town, village, county and state representatives. (MSED, ED)

Tactic 2: Communicate message that government representatives are providing. (C, ED)

Tactic 3: Communicate message that membership is providing to representatives. (C, ED)

Tactic 4: Act as liaison, when necessary, between Membership and government Agencies. (MSED, ED)

Strategy D: Enhance existing community events to better involve and showcase local businesses.

Tactic 1: Provide liaison between events and membership. (EC, MSED, S)

Tactic 2: Solicit membership as to how they feel they can best participate in the event. (MSED, S)

Tactic 3: Better understand the way businesses see themselves and their role in the community through continuous contact and feedback methods. (MSED, S)

VALUE 2: COMMUNITY & CULTURAL DEVELOPMENT

To support and expand programs and events that lead to an increased quality of life in the Wellsville Area.

Strategy A: Support local events that positively impact community

Tactic 1: Continued development of online Community Calendar, (S, ED)

Tactic 2: Be a vehicle to bring together volunteers for community events (S, BUD)

Tactic 3: Collect information and strive to be knowledgeable about all local events. Provide number contact person for non-chamber events if necessary. (S)

Strategy B: Encourage and support activities and programs that bring business and youth together.

Tactic 1: Act as a liaison between BECC (Business Education Community Coalition) and Allegany County Businesses. (ED)

Tactic 2: Continued development of partnership with Wellsville Central Schools. (BUD, ED)

Strategy C: Create better relationships with local colleges/universities and their students, in an effort to bring people to Wellsville for shopping and activities.

Tactic 1: Explore ideas and programs that would encourage students to come to Wellsville to shop. (MSED, S)

Tactic 2: Make students aware of entrepreneurial opportunities in Wellsville Area. (ED, MSED)

VALUE 3: COMMUNICATION

To enhance the public image of the Chamber and instill knowledge in the community about the Chamber's services.

Strategy A: Increase professionalism of Chamber's methods of communication

Tactic 1: Develop an integrated marketing plan (C, ED)

Tactic 2: Development of database of all Members' e-mails (ED, S)

Tactic 3: Develop and distribute hard copy Chamber Member Directory. (ED, S)

Tactic 4: Maintain website to a high standard of professionalism. Make sure all website content is up to date. (ED, C)

Strategy B: Increase understanding of Chamber's services in the community

Tactic 1: Monthly newspaper column and radio spot (ED, C) Tactic 2: Utilize Business After Hours to better communicate new and current Chamber Benefits. (BUD, S)

Tactic 3: Take advantage of any and all press opportunities by inviting reporters to Chamber functions, as well as sending press releases with photos on a regular basis. (ED, C)

Strategy C: Remind Members of how Chamber benefits their business

Tactic 1: Send post cards or e-mails when a business is referred by the Chamber. (S)

Tactic 2: Promote the Member-to-Member Discount program. (S, C)

VALUE 4: ORGANIZATIONAL DEVELOPMENT

To ensure that the Chamber is operating under sound business and fiscal principles.

Strategy A: Membership Recruitment and Retention

Tactic 1: Continue contacting all new business (ED, BUD)

Tactic 2: Keep Members involved by newsletters, e-mails and breakfast meetings. (S, ED)

Tactic 3: Use Newsletter and other communication opportunities to constantly remind general Membership of Member Benefits. (S, ED, C)

Tactic 4: Staff and Board Members make effort to visit current Members. (ED, BOD)

Strategy B: Staff Development

Tactic 1: Budget to allow Administrative Assistant and Executive Director to attend at least one professional development seminar annually. (CM) Tactic 2: Chamber Management Committee researches and suggests possible staff seminars (CM)

Strategy C: Board Development

Tactic 1: Chamber Management Committee organizes New Board Member Training sessions, including familiarization with Chamber Financials. (CM)

Tactic 2: Review and update Board Member Handbook (ED, CM)

Strategy D: Financial Stability

Tactic 1: All Board Members must have basic understanding of Chamber's financial history and current financial standing. (BUD)

Tactic 2: Board Members must be able to read and interpret Treasurer's Report. (BUD)

Tactic 3: Executive Committee receives full financial report (Income Statement, Balance Sheet, Trial Balance, Actual vs. Budget Income Statement) on a monthly basis. (BUD, S)

VALUE 5: BUSINESS DEVELOPMENT

To work toward fostering a sound business environment in the Wellsville Area. To be a key resource for new and expanding business in the area.

Strategy A: Provide entrepreneurial support and resources to new and existing businesses

Tactic 1: Promote Chamber's "Entrepreneurial Resource Center. Keep all contacts up to date and have ample supply of educational materials, including where to find access to financial resources. (ED, MSED)

Tactic 2: Promote and maintain partnership with S.C.O.R.E. (ED)

Tactic 3: Market Chamber as official starting point for entrepreneurs looking to start a business (C, ED)

Tactic 4: Develop and maintain a speaker series on relevant business topics (ED, MSED)

Strategy B: Promote a local environment that is welcoming to new businesses and facilitates their start-up

Tactic 1: Work with local colleges/universities and their students/alumni to showcase entrepreneurial opportunities in Wellsville Area. (ED, MSED)

Tactic 2: Work with Business Education Community Coalition (BECC) to expand career day to meet the needs of both youth and employers (ED)